

The Montgomery County (Maryland) Department of Correction and Rehabilitation (DOCR) proposes a 12-month demonstration project that addresses the widespread technology skill deficits among the incarcerated adults participating in the Department's Pre-Release and Reentry Services (PRRS) Division's community-based work release program. It responds to the rapidly changing regional demand for higher skilled workers particularly in technology fields.

"Work First, Train Concurrently" will fund Montgomery College-- the state's largest community college -- to offer training opportunities to all of the 550 individuals (called "residents") transferred from local, state, and federal correctional institutions to the Montgomery County Pre-Release Center during the project's duration. It serves an incarcerated population of individuals, some of whom have been convicted of high-risk offenses, who are within 12 months of completing their sentences, and who are returning to communities in Montgomery County and the larger Washington D.C. metropolitan area.

Under the project, Workforce Solutions Group -- the operator of the County's four Montgomery Works One Stop Career Centers -- would support the residents through the training programs and steer them to appropriate job placements that would make use of their skills and training. PRRS would provide in-kind staff assistance to manage the project and to ensure that participants developed comprehensive and individualized reentry plans that address such issues as treatment, health, housing, and family engagement. These services would also include those offered by the County's Health and Human Services Department, onsite GED classes, and onsite mentoring services. At the Pre-Release Center, project funds would equip one classroom that would be used to teach the Technology Careers Training curriculum.

Over the course of the project period, 400 participants are expected to complete a 10-hour course on digital literacy; 140 are expected to complete a 32-hour class in basic computer skills; and 15 are expected to complete an industry-recognized certificate program at Montgomery College. This multi-tiered curriculum efficiently and effectively serves large numbers of individuals while reserving the more intensive and costlier training for those who demonstrate greater interest and aptitude. Significantly, the training is offered at times and locations that would permit project participants to fulfill their work and program requirements with PRRS. As such, project participants would continue to abide by the evidenced-based "Work First" philosophy of PRRS, and the expectation is that they would be seeking employment or working jobs concurrently with training. Specific performance metrics concerning program quality and employment outcomes are listed in the proposal.

The project fully complements the cutting-edge reentry work done by the nationally-recognized PRRS in providing returning offenders with better employment opportunities to reduce recidivism and improve public safety. It has great promise to demonstrate how local "jail" correctional programs can effectively and efficiently provide technology career training for its population. Further, the project brings together two of the major stakeholders of the County's Workforce Development System -- the community college and the One-Stop Career Center operator -- along with other supportive service agencies that will increase the regional capacity to assist individuals with criminal histories train for and obtain employment in technology fields.

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**PROGRAM NARRATIVE**

**Statement of the Problem**

For over forty years, the Montgomery County (Maryland) Department of Correction and Rehabilitation (DOCR) has operated one of the nation's largest and most successful residential work release programs for incarcerated adult male and female offenders. Administered by the DOCR's Pre-Release and Reentry Services Division (PRRS), the program has served over 16,000 individuals who have been transferred to PRRS from local, state, and federal correctional institutions. The individuals, who are called "residents" at PRRS, complete up to 12 months of the remainder of their sentences in a community-based residential facility, and are returning to communities in the Washington D.C. metropolitan area which includes Montgomery County, the District of Columbia, Northern Virginia, and several other counties in Maryland. Annually, the program serves upward of 700 residents and 90 % of them leave with employment, housing, and savings. Collectively, residents earn annually almost \$2 million and pay \$350,000 in taxes, \$350,000 in program fees, \$200,000 in child support, and \$50,000 in restitution.

Despite these impressive performance statistics, the program's Work Release Coordinators (WRC) have identified the residents' widespread skill deficits in computers and technology as impeding their ability to find and retain jobs, and to advance in careers. Up until five years ago, most of the employment search process for residents entailed reading and responding by telephone to newspaper employment ads, and cold-calling firms using telephone books. Now, most jobs require an online application and an email address. Further, many entry level transitional jobs that have long employed a significant percentage of residents now require a familiarity with a wide array of technology. Stocking grocery stores and working in warehouses

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require residents to use hand-scanners with synched inventory database programs. Cooks and servers in fast food and upscale restaurants must utilize sophisticated software to manage customer orders and billing.

More profoundly, the labor market in Montgomery County for jobs that will support families has shifted decidedly towards high technology and the computer field. According to recent statistics from the Montgomery County Department of Economic Development, the county's employers include over 200 biotech companies, nineteen federal agencies, numerous business incubators, and several planned "tech" parks. The county's 32,800 businesses employ over 375,000 workers in areas including information technology, telecommunications, biotechnology, software development, aerospace engineering and professional services. In 2008, some 75% of all workers in the county were in management, professional, sales, office or related occupations. By contrast, a November 2009 snapshot of residents leaving the Montgomery County Pre-Release Center revealed that 78% were employed in such jobs as construction, automotive, warehouse stocking, food service or housekeeping. While these transitional jobs allow residents to accumulate valuable work experience and references, they are not the jobs of the future given employers demand for highly educated, technologically focused and well-trained workers.

***Basic Components of the Project***

The project funds Montgomery College to offer a technology careers training curriculum for **all** incoming program participants at PRRS. Workforce Solutions Group – the operator of the County's four Montgomery Works One Stop Career Centers – would support the residents through the training program and steer them to appropriate job placements that would make use of their skills and training. PRRS would provide in-kind staff assistance to manage the project

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and to ensure that participants developed comprehensive and individualized reentry plans. Additionally, residents would continue to receive a fully array of evidenced-based reentry services from PRRS case managers that address such issues as family, treatment, housing, and health benefits. These services would also include onsite GED classes and mentoring services from an awarding winning program that is run by a faith-based organization called Prison Outreach Ministries (see letter of support). At the Pre-Release Center, project funds would equip one classroom that would be used to teach the Technology Careers Training curriculum.

***Jurisdiction and Target Population***

The proposed project will run at PRRS's fully-accredited 177-bed Montgomery County Pre-Release Center (PRC) based in Rockville, Maryland. Montgomery County is the largest of the 24 counties in Maryland the state, and its population has grown rapidly in size (nearly 1 million residents) and diversity. Thirty-eight percent of the residents are White, 23% African American, 23% Hispanic and 16% Asian American. Nearly one-third of its citizens were born outside the United States. The Montgomery Public schools, the largest school system in Maryland, has students coming from 164 countries and speaking 134 languages, and one-half of all students have at least one non-native born parent.

The project's target population is comprised of incarcerated individuals within 12 months of release and placed at the Montgomery County Pre-Release Center from the local jail, the Maryland State Division of Correction, and the Federal Bureau of Prisons. The population includes high-risk individuals who have been convicted of violent offenses (including domestic violence and murder), sex offenses, and gang-related offenses. Many have mental health conditions. All incoming residents are screened to assess their ability to comply with the rules

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of the community-based program. The only rigid exclusionary criteria applies to those with convicted escape offenses, those with pending legal issues, and those unable to work legally in this country. Among the entire population, the offense distribution are drugs/alcohol (38%), property (36%), person/violence (16%) and sex (2%). Sixty percent of residents are serving time on felony convictions. Residents at the Center range in age from 18 to 65, with 29% aged 18-25; 35% aged 36-55, and 31% aged 26-35. Race/ethnic breakdown is reflective of the jail population and is 54% African American, 31% white, 11% Hispanic and 2% Asian.

**PROGRAM DESIGN AND IMPLEMENTATION**

***Goals and Objectives***

Montgomery College will provide a three-tiered Technology Careers Training curriculum that will provide training opportunities for all incoming residents at PRRS during the 12-month grant period. Tier 1 Digital Literacy class would cover Computer Basics, The Internet, Productivity Programs, Computer Security and Digital Lifestyles, and its objectives are to give Pre-Release Center residents basic tools and to determine residents interest in additional technology training. For the class, Montgomery College would utilize a curriculum well-developed by Microsoft that includes on-line testing and fully developed text and materials. The program would be taught at the Pre-Release Center during the first five days of a residents' placement at PRRS for two hours a day (total 10 hours). It would run 50 of the 52 weeks of the year and each class would have an expected enrollment between 8 and 12 residents. Of the 550 expected annual intakes to PRRS, 400 are expected to enroll and complete Tier 1 classes based on their assessed technology literacy skills. Most of the other 150 residents would be eligible immediately for consideration for Tier 2 training along with those completing the Tier 1 training.

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The Tier 2 Basic Computer Training presents a series of in-depth classes that would provide 12-15 residents in each class with an introduction to technology-based careers. The classes would offer instruction in computer basics including productivity software from Microsoft, and have been selected to provide residents with an educational foundation to continue into other technology-based careers. The scheduled classes for Basic Computer Training will be held during evening hours at the Pre-Release Center so that residents can pursue employment during the day. Twelve cycles of the Tier 2 training would run during the grant period, and each cycle would involve 32 hours of instruction offered two hours a night/four nights a week for four weeks. Over the course of the grant period, 140 residents are expected to enroll and complete Tier 2 training at the Pre-Release Center.

Finally, approximately fifteen PRRS students would be extended opportunities to enroll in Tier 3 training at Montgomery College. The training would involve courses taught during the college semester that would lead to a certificate relevant to a career in computers and technology. Tier 3 training will occur on the campus of Montgomery College which is accessible to PRRS residents both pre- and post-release, and participants would enroll in a sequence of advanced courses that could lead to careers such as CISCO Network Administrators, Oracle Databases Administrators, Microsoft Desktop Support Technicians and Web Developers. Montgomery College is an authorized Microsoft, Oracle and CISCO training academy.

Workforce Solutions Group would provide a Work Release Coordinator (WRC) and a Transition Coordinator (TC) to provide direct wraparound supportive services and connect participants with

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a range of transitional resources such as healthcare services, occupational skills training, mentoring, clothing, housing, and other supportive services. More specifically, the WRC would have offices at PRRS and identify, recruit and place individuals into the training program and assist them with meeting the work requirements of PRRS. In addition to supporting the classes, the WRC would help project participants find and secure employment. This would include instruction in job search techniques, preparing a resume, interview preparation, and other employment assistance activities.

Working with a PRRS Case Manager, the WRC would help develop individualized reentry plans for project participants that identified short and long-term goals to steer them to appropriate transitional and permanent job placements that would make use of their skills and training. The WRC would work closely with the Transition Coordinator who would be based at Montgomery Works to track progress of residents from intake, training, and post-release. The Transition Coordinator will work most directly to match clients with potential employers needing trained technology workers, and will continue to provide services to clients post-release for a minimum of six months. Montgomery Works already provides workforce services to job seekers and has a dedicated reentry program to place former offenders into employment. For those participants released from the Pre-Release Center but who then must complete a period of probation, the Transitional Coordinator will work with project participants' Probation Officers.

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***Mandatory Requirements***

**Limited Access to the Internet:** PRRS has developed a secure protocol for allowing residents to access the internet over the past four years in its Career Resource Center which would be applied to the Technology Career Training Classroom. Thousands of residents have used the Career Resource Center system without any reported serious abuses. The protocol requires direct staff supervision in the classroom and utilizes a sophisticated computer software program that records all internet usage and blocks inappropriate sites.

**90 Day Report following Fiscal Year of Grant Period:** PRRS will submit a final report on a timely basis that summarizes the use of award funds during the grant period.

**Demonstrate Understanding of Value of Technology Training for Reentry:** Above narrative provides data about the need to prepare PRRS residents for careers in technology

**Identifying and Assessing Participants:** All incoming PRRS residents will receive assessments of their computer skills and interests in careers in technology, and will have opportunities to participate in the project's services.

**Relevant Curriculum for Technology Careers:** The class curriculums are tied to industry standards and Tier 3 classes offer industry-recognized certificates.

**Paths to Career Opportunities in Technology-based Fields:** Montgomery College and the Workforce Solutions Group – through its operation of Montgomery Works -- are experts in knowing the available careers in technology within the local regional labor market and the region's employers. The project staff members will fully provide project participants with the full gamut of career opportunities.

**Skills and Competencies Demanded by Targeted Technology:** Montgomery College and Montgomery Works regularly train and prepare workers for careers in all types of jobs including

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those in the technology field. Their education and training programs in technology careers are largely shaped by employers' needs. The College is a member of Maryland's Technology Council ([www.techcouncilmd.com](http://www.techcouncilmd.com)), and has developed its course selection and class curriculums in accord of national standard efforts to improve science and technology training in this country such as Science Engineering Technology and Mathematics (STEM) and Skills2Compete. Montgomery Works is funded by the Montgomery County's Workforce Investment Board which includes employers from technology companies.

**Evidenced-based practices/Promising practices:** Project participants will be required to seek and obtain jobs to meet the program requirements of PRRS while obtaining Technology Career Training. This Work First philosophy is an evidenced-based practice and was adopted in the 1996 Welfare Reform Act. Numerous evaluations of programs funded under the Job Training Partnership Act and the Carl D. Perkins Vocational and Applied Technology Act have demonstrated poor utilization of training skills in subsequent employment choices. Transitional work as a first part of an integrated strategy that includes skills training, support services, job placement and other workforce development tools, has been found effective to prepare and motivate individuals to higher-skilled careers (Joseph Stillman, Public Private Ventures, 1989). For a population returning to the work force after incarceration with little job experience or with significant breaks in employment, transitional jobs have been found useful to assimilate work within daily life routines and to teach general employability skills, and this serves as a pre-requisite for more specific occupational training (Joyce Foundation, 2009). Secondly, the project provides most services through the College and the One-Stop operator, and this strategy is supported by evidence that many employers express more interest in hiring ex-offenders when they are told of potential services from intermediary agencies (Holzer, Urban Institute Reentry

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Roundtable, 2003). Third, the project's placement in a community correctional center supports the research that employment training and job assistance programs in the community lead to modest but statistically significant reductions in criminal recidivism (Steve Aos, Washington State Institute for Public Policy, 2006). Fourth, PRRS provides all residents with cognitive-behavioral treatment programming which research studies have found effective in reducing recidivism. (Aos, 2006). Fifth, the project makes benefit of an award winning mentoring program called Welcome Home and run by the Prison Outreach Ministries and these programs have been shown effective. (Shawn Bauldry, Public Private Ventures, 2009).

***Priority Considerations***

**12 to 18 months prior to release:** All of the participants who are placed at PRRS meet this requirement as described in the narrative above.

**High Risk offenders:** PRRS receives high-risk offenders described in the grant proposal.

**Assess local Demand in Targeted Fields:** The two project partners are full stakeholders in the region's Workforce Development System and maintain currency with the needs of employers in the region. The Montgomery County Department of Economic Development also provides salient and timely data on the region's economy and labor demands.

**Partner with Technology Industry-related Organizations for Resources and Hiring:** Both project partners have extensive relationships with employers and associations in high technology that can provide both resources and hiring opportunities for project participants. As mentioned previously, the College is a member of the Tech Council of Maryland which is the technology trade association in the state with more than 500 members and representing 250,000 people in Maryland. Further, the college also has a full-time career transition program within the Information Technology Institute that would be available to project participants. The College

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also provides internships with technology-based companies within the County and could greatly ease the transition for participants to the workplace of these types of companies. Finally, Montgomery Works has assisted employers and associations in high technology develop and run job fairs, and to identify skilled workers for specific jobs.

**Provide individualized education and reentry plans:** PRRS requires all program participants to work, pay room and board, file state and federal taxes, and address restitution and child support obligations. Each client works with several staff members including a Case Manager and a Work Release Coordinator to develop an individualized reentry plan that addresses their specific transitional needs including employment, education, housing, treatment and medical services. The County's Department of Health and Human Services will also provide in-kind support for project participants (see letter of support).

**Mentors:** Adult mentors are available via Prison Outreach Ministries' Welcome Home Program. Since 2006, this program has provided mentors to PRRS residents. In 2010, POM was recognized by the Defendant/Offender Workforce Development (DOWD) Conference and received the Migdalia "Miggie" Baerga-Bufler Award which recognizes a faith- or community-based organization that promotes offender workforce development through partnerships with local, state or federal agencies, and advocates for policies and practices that support successful reentry. In 2008, Prison Outreach Ministries received a National Achievement Award as a best practice by the National Association of Counties.

***Approved Uses for Award Funds***

Award funds, detailed in the budget narrative, will be utilized for classroom training, job readiness training, job search and placement assistance, career counseling, necessary equipment

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and installation, and post-release services over a six-month period to provide support for project participants engaged in paths leading to technology-based careers. All salaries paid to staff meet the grant's "Limitation on Use of Award Funds for Employee Compensation" requirement. Funds designated for PRRS are used solely to equip the Technology Careers Training Classroom at the Pre-Release Center. Finally, PRRS will provide significant in-kind support to the project.

**CAPABILITIES/COMPETENCIES**

***Management Structure/Staffing***

Pre-Release and Reentry Services Division of the Montgomery County (Maryland) Department of Correction and Rehabilitation (DOCR) -- a local unit of government -- is the lead agency on this project. PRRS is well-described in the program narrative and is a nationally recognized work release/reentry program. More information about the PRRS is listed on its website: [www.montgomerycountymd.gov/cor](http://www.montgomerycountymd.gov/cor) . Dr. Hillel Raskas, who serves as a PRRS Work Release Coordinator, will serve as the project manager. He will oversee the implementation of the project and serve as the liaison with the key project partners. His time and services are provided through an in-kind match.

Montgomery College will provide the curriculum and instructional services for the project. It is a public, open admission community college that serves over 60,000 diverse students a year through credit and noncredit programs in more than 100 areas of study. Under the grant, the college would hire one instructor who would report to Dr. Edmund Palaszynski who is Senior Program Director of the College's Work Force Development & Continuing Education's Information Technology Institute. The instructor will teach Tier 1 and Tier 2 classes at the Pre-

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Release Center daily. Tier 3 training will occur on the College's campus. The Workforce Development and Continuing Education Program provides more than 1,500 courses in 37 program areas. One of the key program areas of the Workforce Program is the Information Technology Institute which offers non-credit, hands-on computer training classes on topics ranging from computer basics to digital imaging to advanced programming languages. A supplemental benefit of association with Montgomery College is that Pre-Release Center residents would be exposed to professional development and enrichment programs in the areas of business technology, technical trade education (automotive to building and construction), health sciences, and the school of art and design.

Workforce Solutions Group is the other key partner in the project, and is the chief operator and lead partner of Montgomery Works, Montgomery County's One-Stop Career Center with four locations in the County (two in Wheaton, one in Germantown, and one in the Montgomery County Correctional Facility—the nation's first One-Stop Center located in a correctional facility). Grant funds would enable Workforce Solutions Group to hire a Work Release Coordinator to be based at the Pre-Release Center and a Transition Coordinator to be based at Montgomery Works. The duties of these positions are described earlier and they would report to Ms. Yolanda Tully, Director of Operations, for Montgomery Works.

Workforce Solutions Group has proven case management experience to address the assessment, career counseling, and employment placement needs for those entering or re-entering the workforce. Prior to this proposal, Workforce Solutions Group partnered with the Montgomery County Department of Correction and Rehabilitation to create and develop the Offender

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Employment Project/Re-Entry Program with funding from the State of Maryland Governor's Office of Crime Control and Prevention that focused on ex-offenders residing in Hot Spot communities. Resumes of key staff members are attached to the proposal.

**PERFORMANCE MEASURES**

*Performance Measures*

**Preliminary Programmatic Performance Metrics**

- 90% of the 400 projected project participants in Tier 1 classes will complete the program;
  - 90% of Tier 1 graduates will rate the classes either excellent or good in terms of instructional quality and subject content;
  - 85% of Tier 1 graduates will demonstrate mastery of the skills taught;
- 80% of the 140 projected participants in Tier 2 classes will complete the program;
  - 90% of Tier 2 graduates will rate the classes either excellent or good in terms of instructional quality and subject content;
  - 85% of Tier 2 graduates will demonstrate mastery of the skills taught;
- 90% of the projected 15 Tier 3 participants will complete their course of study;
  - 90% of Tier 3 graduates will rate the classes either excellent or good in terms of instructional quality and subject content;
  - 90% of Tier 3 graduates will maintain a GPA of 2.7 or higher in the courses of study.
- 90% of all project residents will report excellent and better than average satisfaction levels concerning the scope, quality, and timeliness of the support from the Work Release Coordinator, the Transition Coordinator, and the services of PRRS overall;

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**Preliminary Employment Performance Metrics**

- 75% of project participants are expected to find work within 30 days of arrival at PRRS;
- 70% of project participants completing Tier 1 and Tier 2 and employed will report that their computer skills expedited the job search process and was a factor in their being hired;
- 50% of all graduates of Tier 1 and 2 classes will indicate that they will seek advancement within their current jobs utilizing computer skills and/or seek jobs in technology careers that will employ these skills;
- 75 % of employers will report that the Tier 1 and Tier 2 training advantaged these employees in their positions and positioned better for future advancement;
- 90% of Tier 3 graduates will find jobs in computer and technology fields for which they receive training;

PRRS and its program partners will collect and share project data that bear on these and other performance metrics. On a monthly basis, the project staff members will meet to examine student progress and make necessary course adjustments. Performance measurement data will also include employment and training data of project participants for a minimum of six months after release from PRRS.

Data will be collected using surveys of residents and employers, and skill tests administered at pre- and post training periods for Tier 1 and Tier 2 classes. All residents entering PRRS during the project period will be assessed for the technological literacy and their interest and aptitude for pursuing a technology career. Additional performance metrics will be developed to measure skill enhancements that are tied directly to the course curriculums. The project will also

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carefully document the types of jobs obtained by project participants by sector and position, and will determine the percentage employed in technology and non-technology related companies. It will provide a further breakdown about whether position responsibilities in both types of companies include some use of computers, information systems, and high-technology.

The performance outcomes of the project will lead the project partners to refine and improve the program until program targets are met. Montgomery College and Montgomery Works will document the effect of the project on its overall outreach and services to individuals with criminal histories, and their ability to train and assist them for careers in technology fields. PRRS will also document policy changes taken to help residents pursue these goals and to seek assistance and training from the project's two partners, and in doing so, demonstrate a longer-term sustainable effort to tie individuals at the Pre-Release Center into these two main providers of the County's Workforce Development System.

***Sustainability***

The project's partners will develop a sustainability plan, and will actively seek long-term funding sources to continue the project past the award period. The management team will meet monthly to review funding prospects, host informational meetings with donors, and will utilize the projects initial performance successes to show results and seek additional resources. Even without subsequent funding, PRRS will continue to provide Tier 1 and Tier 2 technology career training to incoming residents by incorporating some of these responsibilities into existing positions and using volunteers and interns. Funds from the Workforce Investment Act channeled through Montgomery Works may enable a select number of PRRS residents in the future to receive Tier 3 at Montgomery College.

**WORK FIRST, TRAIN CONCURRENT**  
**Second Chance Act**  
**Technology Career Training Demonstration Project: Incarcerated Adults**  
**Pre-Release and Reentry Services Division**  
**Montgomery County, Maryland, Department of Correction and Rehabilitation**

**DETAILED PROGRAM BUDGET**

Agency	Category of Expenditure	Requested Amount	<u>In-Kind Personnel*</u> (PRRS)
<b>Montgomery County Pre-Release and Reentry Services Division (PRRS)</b> <i>(Lead Grantee)</i>	<b><u>Personnel*</u></b>		
	Deputy Chief, Program and Services	-	5,000
	Program Director	-	10,000
	Case Managers (10 staff)	-	20,000
	<b><u>Equipment</u></b>	42,460	
	<b>Subtotal</b>	<b>\$42,460</b>	<b>\$35,000</b>
<b>Contractual /Sub-Recipients</b>			
<b>Workforce Solutions Group, Inc. (WSG)</b>	<b><u>Personnel</u></b>		
	Operations Director (10%)	6,200	
	Work Release Coordinator (100%)	48,921	-
	Transition Coordinator (100%)	48,921	
	Personnel Taxes and Insurance	3,208	
	<b><u>Fringe Benefits (@ 28 %)</u></b>	29,132	-
	<b><u>Administrative</u></b>	17,182	-
	<b><u>Occupational Skills Training:</u></b> <i>ITA/PVT Cohorts</i>	30,000	-
	<b><u>Supportive Services</u></b>	4,000	-
	<b><u>Travel</u></b> (Local/regional)	500	-
	<b><u>Printing</u></b>	250	-
	<b><u>Supplies</u></b>	2,000	-
<b><u>Staff Training</u></b>	1,000	-	
	<b>Subtotal</b>	<b>\$191,314</b>	-
<b>Montgomery College (MC)</b>	<b><u>Contractual Personnel</u></b>		-
	Instructor (MC: \$100 @ 640 hours)	64,000	
	<b><u>Materials</u></b>		
	<i>Tier 1: Digital Literacy Class</i> Instructional Materials (400 sets @ \$8.00 per unit)	3,200	
	<i>Tier 2: Desktop Application</i> Instructional Materials (140 units @ \$20.00 per unit)	2,800	-
	<b>Subtotal</b>	<b>\$70,000</b>	-
	<b>Total Costs</b>	<b>\$303,774</b>	<b>(35,000)*</b>
<b>Montgomery County</b>	<b>Indirect Cost Rate 15.5%</b>	<b>47,237</b>	
	<b>Total Request</b>	<b>\$351,011</b>	

*\*In-Kind Donation from Montgomery County Pre-Release and Reentry Services Division*

**WORK FIRST, TRAIN CONCURRENT**

**Second Chance Act**

**Technology Career Training Demonstration Project: Incarcerated Adults  
Pre-Release and Reentry Services Division  
Montgomery County, Maryland, Department of Correction and Rehabilitation**

**BUDGET NARRATIVE**

The Pre-Release and Reentry Services Division of the Montgomery County, Maryland, Department of Correction and Rehabilitation will serve as the lead agency for the “Work First, Train Concurrently” technology career training project, and collaborate with two sub-recipients of this award at Montgomery College and Workforce Solutions Group, Inc. Program services, including hiring program personnel and non-personnel expenditures for this initiative will be administered and overseen by the sub-recipient agencies. The budget is designed to cover resources and expenditures over a twelve month period, as outlined in the program timeline.

**LEAD AGENCY: PRE-RELEASE AND REENTRY SERVICES DIVISION**

**I. Personnel (In-Kind Contribution)**

In addition to the requested budget, the lead agency will include a \$35,000 in-kind contribution of personnel to this initiative; consisting of \$5,000 for the Deputy Chief, Program Services, \$10,000 for a Project Director; and \$20,000 for ten case managers.

**Total In-Kind Contribution: \$35,000**

**II. Equipment**

Pre-release training and instruction will occur on-site at the Pre-Release and Reentry Services facility. The facilities current instructional lab will be upgraded and outfitted with the necessary wireless cabling, web filters, computer equipment, software, and system networks to support the technological training needs of this grant. Equipment expenditures include:

- Dell Latitude E6400 Intel Core 2 Duo 2.53 GHz laptops  
(16 @ \$1190 per unit: Total Cost \$19,040)
- MS Office Pro Software (16 @ \$320 per unit: Total Cost \$5,120)
- NEC NP3250Q 1080P LCD Projector (1 unit @ \$5,000)
- PDS-FCMA4-QL Projector Ceiling Mount (1 unit @ \$400)
- Da-Lite 88389 White Ceiling Mounted Screen (1 unit @ \$300)
- Dell Power Edge 1900 Server (1 unit @ \$2,000)
- HP Laser Jet Desktop Printers (5 units @ \$120 total cost: \$600)
- Iboss web filters (1 unit @ \$5,000 total cost: \$5,000)
- Installation of server, wireless AP, cabling, electrical in ceiling for projector, ceiling mount and projector (Installation cost: \$5000)

**Total Equipment Costs: \$42,460**

## **SUB RECIPIENT: WORKFORCE SOLUTIONS GROUP, INC.**

Workforce Solutions Group (WSG) personnel will provide both pre- and post-release services to program participants through its three One-Stop Career Centers located in the community and at the Montgomery County Correctional Facility.

### **I. Personnel**

**Director of Operations:** Will oversee the grant activities for the sub-recipient agency, supervising program personnel, and will serve as the management liaison for Workforce Solutions Group. The incumbent will be responsible for coordinating program activities with the lead agency and Montgomery College. **10% of the Director's time will be allocated to the project at an annual salary of \$62,000, charging \$6,200 to the grant.**

**Transition Coordinator (Pre/Post-Release Support Services):** The Transition Coordinator will track progress of the inmates from intake through training, and post release employment services. The Transition Coordinator provides direct wraparound supportive services to inmates prior to release, and will assist with transition into the community reentry program; connecting ex-offenders to resources such as the Kaiser Bridge healthcare services, occupational skills training, mentoring, clothing, housing, and other resources. **The annual salary is \$48,921.**

**Work Release Coordinator (Pre-Release):** The Work Release Coordinator will recruit and screen inmates for the program. 100% of the Work Release Coordinator's time will be in the correctional facility at the Pre-Release Center, while screening candidates for the initiative at the Montgomery County Correctional Facility. **The annual salary is \$48,921.**

**Administrative Costs:** Administrative costs will cover senior administrative staff of the sub-recipient including the Chief Executive Officer, the Chief Financial Officer, and the Administrator for Human Resources; as well as the sub-recipient's IT/network maintenance, audits, hiring, payroll, facility maintenance over a twelve month period in relation to the proposed grant. **Total costs are \$17,182.**

**Personnel Taxes and Insurance:** These are administrative personnel costs involving taxes and insurance. **Total costs are \$3,208.**

**Fringe Benefits:** The Fringe Benefit rate for the sub-recipient WSG staff is 28% of personnel cost. **The total fringe benefit costs are \$29,132.**

**Total Personnel: \$153,564**

### **II. Non-Personnel**

**Client Training-ITA/PVT Cohorts:** The initiative will support occupational skills training opportunities in other information technology careers or high growth industries, helping ex-offenders gain marketable skills and viable employment opportunities. Costs will cover training for certifications from Montgomery College, or other approved training providers. **Cover Individual Training Accounts under the Workforce Investment Act (WIA) funds, supplementing costs for eligible customers. Total occupational skills training costs are \$30,000.**

**Support Cost:** The initiative will connect customers with the appropriate supportive services to ensure successful reintegration. The supportive services will cover costs for books, glasses, driver's license, tools, and interview clothing as needed. **Total support costs are \$4,000.**

**Supplies:** Include software and/or hardware items purchased with grant funds will be used to support system infrastructure for the initiative. Items include software programs for educational and career assessments, consumable office supplies, etc. **Total inventory and equipment costs are \$2,000.**

**Staff Development:** The initiative will invest in staff development for key program personnel. Opportunities include, but are not limited to, participation in workshops, skills training courses, and professional development seminars. **Total staff development costs are \$1,000**

**Mileage – Local Travel:** Travel costs are associated with local travel expenses, including travel for program staff to attend two national grantee meetings in Washington, DC. **Total travel costs are \$500.**

**Printing:** Costs will cover the development of print materials for the program and outreach materials for participants. **Total printing costs are \$250.**

**Total Non-Personnel: \$37,750**

**Total Personnel and Non-Personnel: \$191,314**

### **SUB RECIPIENT: MONTGOMERY COLLEGE**

Montgomery College will administer the technology courses at the Pre-Release Center and will provide both pre- and post-release services to program participants through its three One-Stop Career Centers located in the community and at the Montgomery County Correctional Facility.

#### **I. Personnel**

**Instructor:** Provide class instruction, case management consultation, and course preparation for the 12-month program period. **640 hours allocated to project at a rate of \$100 per hour for a salary of \$64,000.**

**Total Personnel: \$64,000**

#### **II. Non-Personnel**

##### **Materials**

Tier 1: Digital Literacy Class Instructional Materials (400 units at @ \$8.00 per unit: Total Cost \$3,200)

Tier 2: Desktop Application Materials (140 units @ \$20.00 per unit: Total Cost: \$2,800)

**Total Non-Personnel: \$6,000**

## GRANT REQUEST SUMMARY

Agency	Amount
<b>Pre-Release and Reentry Services Division</b>	<b>\$42,460</b>
<b>Workforce Solutions Group</b>	<b>\$191,314</b>
<b>Montgomery College</b>	<b>\$70,000</b>
<b>Total Cost:</b>	<b>\$303,774</b>
<b>15.55% Indirect Cost Rate:</b>	<b>47,237</b>

**TOTAL GRANT AMOUNT REQUESTED:        \$351,011**

### **INDIRECT COST RATE:**

The Montgomery County will apply a 15.5% indirect cost rate to the total grant amount requested for costs related to administrative overhead for classrooms, offices, software application registration and maintenance, IT support, and utilities. This rate is pursuant to the cost allocation plan submitted by the County to the federal agency responsible for approving State and/or local units of government cost allocation plans.

## RESUMES & POSITION DESCRIPTIONS

POSITION DESCRIPTIONS.....4. Pages

Hillel I. Raskas.....3. Pages

Yolanda T. Tully.....3. Pages

Edmund Palaszynski.....2. Pages

Joel T. Levine.....2. Pages

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## **WORK FIRST, TRAIN CONCURRENTLY POSITION DESCRIPTIONS**

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**Lead Agency: PRE-RELEASE AND REENTRY SERVICES DIVISION**

### **Project Director**

***Overview:***

The role of the Project Director is to oversee the program operations for the “*Work First, Train Concurrently*” initiative at the Montgomery County Pre-Release and Reentry Services Division for the Department of Corrections and Rehabilitation. The Project Director will monitor and track performance goals and ensure project benchmarks and outcomes are achieved. The Project Director will be responsible for all grant reporting requirements as required by the Office of Justice Programs at the Department of Justice, including data management, statistical reports and analysis, and monitoring performance of the sub-recipient agencies.

***Responsibilities Include:***

- Convene monthly partner meetings with sub-recipient agency liaisons and/or senior management, and local government officials to review program performance and outcomes.
- Oversee reporting from sub-recipient agencies.
- Develop, oversee and lead program implementation plan, in collaboration with sub-recipient agencies.
- Assess technical assistance needs of the “*Work First Train Concurrently*” initiative, providing guidance, and technical support to program partners and staff as needed.
- Oversee tracking of program enrollments and services to inmates, including pre- and post release services for the initiative.
- Assist project staff with participant assessments, pre-release vocational planning, and pre-release job readiness and retention seminars for inmates.
- Assist with in-service training of program staff as needed.
- Document and capture promising practices and evidenced based program effectiveness and policies as it relates to serving the reentry population.
- Assist with fund development efforts to ensure program sustainability.

**Sub Recipient Agency: WORKFORCE SOLUTIONS GROUP, INC.**

### **Director of Operations**

***Overview:***

The Director of Operations will oversee the grant activities for the sub-recipient agency, supervising program personnel, and serving as the management liaison for Workforce Solutions Group, Inc. to the collaborative. The incumbent will be responsible for coordinating program activities with the lead agency and Montgomery College. The Director of Operations will supervise two (2) program staff hired by the sub-recipient agency, and monitor program performance for the “*Work First, Train Concurrently*” initiative.

***Responsibilities Include:***

- Attend monthly partner meetings to review and monitor program performance and outcomes for the initiative.
- Track and monitor program performance for the sub-recipient agency. Oversee program reporting to the lead agency for the initiative.
- Supervise program staff and personnel. Provide in-service staff training and project technical assistance as needed.
- Responsible for participant satisfaction surveys, feedback and plans for continuous improvement of program activities and services.
- Assist with program marketing and outreach to businesses and community stakeholders to ensure project growth and success.
- Assist with fund development efforts to ensure program sustainability.

**Work Release Coordinator**

***Overview:***

The role of the Work Release Coordinator is to assist with recruitment and enrollment of inmates for “*Work First, Train Concurrently*” initiative. The Work Release Coordinator will dedicate 100% of their time in the correctional facilities, with 60% of their time working at the Pre-Release Center, and 40% of their time conducting outreach and orientation sessions at the Montgomery County Correctional Facility. The Work Release Coordinator will collaborate with the Transition Coordinator to review inmate case files, conduct pre- and post-assessments, and serve as part of the wraparound team to ensure successful participation in the on-site technical training workshops and reintegration into the community.

***Responsibilities Include:***

- Counsel residents about their vocational and career goals.
- Conduct Job Readiness and Retention seminars.
- Conduct pre- and post-assessments and vocational testing to provide guidance to participants on their career options.
- Assist residents with developing resumes and setting up employment interviews.
- Help residents resolving problems on the job and teach them how to negotiate and manage their responsibilities in the workplace.
- Participate in wraparound case management meetings with the Transition Coordinator, on-site mentors, partners and other program personal to discuss client progress.

**Transition Coordinator**

***Overview:***

The Transition Coordinator will provide wraparound supportive services to former offenders. They will track clients from both pre and post release services, helping with the necessary community supports to ensure successful reintegration. The Transition Coordinator will track progress of the inmates from intake through training, and post release employment services. The incumbent provides direct wraparound supportive services to inmates prior to release, and will assist with transition into the community reentry program at the One-Stop Career Centers. A

portion of the Transition Coordinators time will be spent assisting with outreach in the Montgomery County Correctional Facility and Pre-Release Center, as well as with seeking community resources and supports to help participants with successful program participation, job retention, family re-unification and community reintegration.

***Responsibilities include:***

- Conduct outreach for enrollment and work with participants from the point of intake to completion.
- Track both individual and cohorts of participants in the Work First Train Concurrently initiative.
- Conduct pre- and post-assessments needs assessments and assist participants with Individual Employment Plans (IEP).
- Connect participants to supportive services and resources, such as the Kaiser Bridge healthcare program, occupational skills training, mentoring, clothing, housing assistance, mental health counseling services, and other supports.
- Coordinate referrals to other community service providers and supports to ensure program retention.
- Participate in wraparound case management meetings with the Work Release Coordinator, on-site mentors, partners and other program personal to discuss client progress.
- Help residents resolving problems on the job, providing job and life skills coaching for participants. Assist with on-the job retention.
- Work with the community Reentry Program overseen by Workforce Solutions Group at the MontgomeryWorks One-Stop Career Centers to coordinate post release participant services, job placement, enrollment in additional occupational skills training, and all workforce development services available at the One-Stop Center.

**Sub Recipient Agency: MONTGOMERY COLLEGE**

**Instructor Supervisor/Project Liaison**

***Overview***

The Instructor Supervisor will also serve as the Project Liaison for Montgomery College to the “*Work First, Train Concurrently*” initiative. The Instructor Supervisor will oversee the delivery of the digital literacy courses from the Montgomery College

Information Technology Institute at the Pre-Release Center. The Supervisor will monitor and coordinate training conducted by the Lead Instructor, and enhance or refine the on-site technical training curriculum as needed, to achieve program outcomes and goals.

***Responsibilities include:***

- Attend monthly partner meetings to review and monitor program performance and outcomes for the initiative.

- Track and monitor program performance for the sub-recipient agency. Oversee program reporting to the lead agency for the initiative. Supervise program personnel.
- Coordinate the transition of graduates of the Pre-Release Center training into advanced courses or into the career transition program within the Information Technology Institute.
- Document and capture promising practices and evidenced based program effectiveness and policies as it relates to serving the reentry population.
- Assist with fund development efforts to ensure program sustainability.

### **Lead Instructor**

#### ***Overview***

The Lead Instructor will teach the digital literacy courses at the Pre-Release Center for the Montgomery College Information Technology Institute. The Lead Instructor will administer pre-and post-assessments to all participants to assist with their career vocational planning.

#### ***Responsibilities include:***

- Teach all Tier 1 and Tier 2 digital literacy courses at the Pre-Release Center
- Report student progress and success to the project partners and work in collaboration with the Work Release Coordinator and Transition Coordinator to assess student capabilities.
- Participate in wraparound case management meetings with the Transition Coordinator, on-site mentors, partners and other program personal to discuss client progress
- Conduct testing of participants to assess competencies and grasp of course material. Revise and refine training curriculum as needed to meet participant needs.

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## Hillel I. Raskas, Ph.D.

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### Current Employment Information

*Current Title:* Work Release Coordinator, Correctional Specialist III  
*Agency:* Pre-Release and Reentry Services Division,  
Montgomery County Department of Correction and Rehabilitation

*Proposed  
Grant Role:* Project Director, Work First, Train Concurrently

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### SUMMARY OF QUALIFICATIONS

Community corrections professional with a diverse background in education, research, consulting, community organizing and strategic planning. Extensive experience working with the reentry population and other underserved groups. Over 35 years experience working with community and nonprofit organizations, including expertise with criminal justice policy and advocacy. Certified National Institute of Corrections Offender Workforce Development Specialist and Global Career Development Facilitator.

#### Community Corrections

- Assess offender employment capabilities, develop employment opportunities, and place offenders into jobs. Monitor offender job performance and provide work counseling within a community-based residential work release program. Establish Career Development Resource Center.
- Conduct classes in Job Readiness and Retention, focusing on community reentry, identifying employment placements and appropriate job behaviors
- Serve as spokesperson for Pre-Release and Reentry Services/DOCR at local, state and national conferences. Served as liaison between DOCR, the Courts and the State's Attorney's Office on escape cases and related issues

#### Teaching and Education

- Developed and implemented specialized curriculum for school truants and juvenile offenders. Organized teacher support groups and secured state funding for programming and supplemental staff.
- Trained teachers and school administrators in school-community relations analysis and programming, covering parent/community involvement and problem resolution.

#### Community Organization and Strategic Planning

- Directed community-planning initiatives for nonprofit organizations. Managed multiple agency budget analysis and allocations process. Led community agency public relations program and served as spokesperson for press contacts.
- Advised and directed volunteers in fundraising campaigns. Staffed special groups, organized corporate involvement and developed strategic materials for targeted audiences.
- Tracked and developed legislative initiatives in defense, foreign affairs, labor, education and civil rights issues for Member of Congress. Served as key contact for constituent and special interest groups.

## **Research and Consulting**

- Designed and conducted market studies for numerous trade associations. Selected research vendors, ran focus groups, analyzed data and presented findings to corporate officers, professional associations, government agencies and public groups.
- Measured public opinion on issues of life and health insurance for public relations campaigns and lobbying efforts for insurance industry.
- Developed funding proposals and budgets for submission in response to federal government RFPs (Requests for Proposals) and to private foundations.

## **EMPLOYMENT HISTORY**

### **Community Corrections**

2002 - Present: *Work Release Coordinator, Correctional Specialist III and Resident Supervisor* [1995-2002]  
Pre-Release and Reentry Services  
Dept. Of Correction and Rehabilitation, Montgomery County, MD

### **Community Organization and Strategic Planning**

1991 *Director of Planning and Community Relations*  
Memphis Jewish Federation, Memphis, TN

1988-1990 *Planning Associate*  
UJA Federation of Greater Washington, DC

1983-1984 *Legislative Assistant*  
Office of Congressman Gerry Sikorski (D-MN), Washington, DC

### **Research and Consulting**

1984-1985 *Senior Research Associate*  
American Council of Life Insurance, Washington, DC

1980-1982 *Manager for Market Research/Assistant Director of Development*  
National School Boards Association, Alexandria, VA

### **Teaching and Education**

1972-1974 *Faculty Member: Program for School Delinquents*  
North High School, Worcester, MA

1974-1979 *Project Coordinator: Home-School-Community Relations*  
Wisconsin Center for Individualized Schooling, Madison, WI

## **EDUCATION**

- 1988 *M.A. Communal Service/Community Planning*  
Hebrew Union College, Los Angeles, CA
- 1979 *Ph.D. Politics of Education/Community Relations/Labor Relations &  
M.S. Research Design and Methodology*  
University of Wisconsin-Madison, WI
- 1972 *B.A. Psychology/Teaching Certificate in Social Studies/General Science*  
Clark University, Worcester, MA

## **CERTIFICATION**

- 2008 *OWDS Offender Workforce Development Specialist*
- 2008 *GCDF Global Career Development Facilitator*

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## **Yolanda T. Tully**

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### **Current Employment Information**

*Current Title:* Director of Operations  
*Agency:* Workforce Solutions Group of Montgomery County, Inc. (WSG)  
*Proposed* Staff Liaison for WSG and Supervisor for Grant Program Staff  
*Grant Role:*

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### **SUMMARY OF QUALIFICATIONS**

Workforce development professional with an extensive 18-year background working for not-for-profit and government agencies in the education, employment and training, and public services field. Possess extensive management experience entailing oversight of program operations, strategic planning, and the development of new programs and start-up initiatives. Experienced with designing new programs and leading start-up initiatives. Effective leadership skills with expertise in managing and leading teams, and forming collaborations with multiple partners.

### **Technical Assistance and Consulting Projects**

- Served as a Technical Assistance Consultant to the U.S. Department of Labor's Prisoner Reentry Initiative (PRI); a special White House Initiative to reintegrate returning prisoners into communities across the United States using faith-based and community organizations.
- Provided strategic planning and program management expertise to community and faith-based organizations in receipt of a \$660,000 PRI grant to train and place former offenders into unsubsidized employment. Lend expertise and training in the area of program design, grants management and oversight, job readiness training and job development for marginalized clients.
- Provided technical assistance to PRI grantees in the areas of team building, staff supervision, partnership development, employer outreach, community outreach, program management, database management, performance, and conflict resolution. Interfaced with federal, state and local officials across the country offering insight on best practices in the field of employment and training pertaining to the reentry population.
- Served as a Consultant/Outreach Coordinator for the National Council of Churches in Washington, DC. Provided strategic planning on outreach efforts for a new community service/program initiative known as The Benefit Bank program. Services under the program included free preparation of taxes for low-income individuals and families, as well as assistance with understanding and qualifying for other forms of public assistance and support.
- Interfaced with community and municipal leaders, members of the faith-based community, and other community based organizations to build a support base of volunteers and organizations committed to implementing The Benefit Bank program.

## **Grant Program Management Experience**

### **1999 – 2002 U.S. Department of Labor– Youth Opportunity Grants Initiative**

- Served as the Associated Director at the National Center for Strategic Nonprofit Planning and Community Leadership (NPCL) [2000-2002], contributing to the conceptualization, planning, research, and development of the Youth Opportunity Grants (YOG) Leadership Institute.
- Also served as a Youth Program Specialist [1999-2000] under contract at the Office of Youth Opportunities in the Employment and Training Administration. Was responsible for monitoring the program performance and grant activities of four Youth Opportunity Programs in urban communities across the country. Ensured each program's compliance with reporting requirements. Reviewed, analyzed and recommended corrective action plans for continuous improvement of program activities and services.
- Assessed technical assistance needs of each grant/program and provided technical support, as needed, in the areas of program development and implementation. Prepared confidential documents/proposals to support the procurement process for sole source justification grants/projects.

### **1998 – 1999 Partnership with the New York State Department of Labor**

- Served as the Project Director for the Work Appreciation for Youth Program (W.A.Y.) – Project Reach Youth, overseeing an intensive year-long \$150,000 employment training and General Equivalency Diploma (GED) program funded by the New York State Department of Labor for youth ages 16-21. Assisted youth with job placement, internships, tutoring, basic skills and life skills instruction and college and career exploration. Established and developed program guidelines and procedures.
- Developed and designed interactive employment readiness training curriculum and activities. Tracked participant test scores on basic skills assessment exams, analyzing and assessing each student's educational needs. Offered intensive instruction and tutoring in mathematics, reading and writing, improving remedial scores by 20%.

### **1995 – 1997 Collaborative with the N.Y. City Department of Employment**

- Established work plan for a \$150,000 public/private partnership between DOE, the Clark Foundation, and the East Harlem Employment Service/STRIVE program initiative to provide technical assistance to five employment and training programs funded by the New York City Department of Employment (DOE).
- Coordinated technical assistance activities to the five DOE agencies, providing assistance with training, job development and client follow-up services. Reported project outcomes to executive staff and stakeholders at the New York City Department of Employment.
- Troubleshoot problems with each agency, ensuring their compliance with the program model of the collaborative. Developed strategic plans to help each agency achieve their program goals.

**1995 – 1996 Collaborative with the N.Y. State Department of Social Services**

- Coordinated recruitment, training and placement activities for a one-year \$160,000 collaboration between the East Harlem Employment Service/STRIVE program; the New York State Department of Social Services, and the New York City Human Resources Administration (HRA).
- Maintained and tracked data on over 200 clients referred from 10 city agencies. Provided monthly progress reports to state and local government officials.
- Monitored and documented placement activities and followed-up on clients served through this special initiative.
- Conducted intervention to troubleshoot problems and implement program tracking procedures. Ensured placement goals were achieved in a timely fashion.

**EMPLOYMENT HISTORY**

- 2009 – Present .. *Director of Operations*  
Workforce Solutions Group, Inc., Montgomery County, MD.
- 2005 – 2006 *Consultant/Community Outreach Coordinator*  
National Council of Churches, Washington, DC
- 2002 – 2005 *Volunteer Relations Manager,*  
In2Books, Inc., Washington, DC
- 2000 – 2002 *Associate Director, Youth Opportunity Grants Leadership Institute*  
National Center for Strategic Nonprofit Planning and Community Leadership, Washington, DC
- 1999 – 2000: *Program Specialist-Contractual Office of Youth Opportunities*  
U.S. Department of Labor/Employment and Training Administration, Washington, DC
- 1998 – 1999 *Project Director, Work Appreciation for Youth Program*  
Project Reach Youth, Brooklyn, NY
- 1992 – 1998 *Director, Strive Training Academy*  
East Harlem Employment Service/STRIVE, New York, NY

**EDUCATION**

- 1995-1998 *Graduate Studies in Public Administration,*  
Bernard M. Baruch College, City University of New York
- 1992 *Bachelor of Liberal Arts,*  
College at New Paltz, State University of New York

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## **Edmund Palaszynski, Ph.D.**

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### **Current Employment Information**

*Current Title:* Senior Program Director  
*Agency:* Montgomery College, Work Force Development & Continuing Education  
Information Technology Institute

*Proposed  
Grant Role:* Instructor Supervisor and Project Liaison to Work First, Train Concurrently  
Initiative

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### **SUMMARY OF QUALIFICATIONS**

Over 35 years business, high technology training, scientific, technical and management experience in business development and the educational sciences. Skilled as a problem solver and a hands-on contributor. Experienced in getting the job done with limited resources. High degree of versatility and accomplishment in selected fields of work as outlined below. Versed in strategic planning, financial budgeting and management for day-to-day office operations. Special ability to adapt to different situations and to focus on the end results and goals without becoming bogged down with minor problems. Highly skilled at improvisation, as well as obtaining resources under difficult circumstances. Experienced proposal writer involving both preparation of applications and the cultivation of granting agencies. Extensive computer literacy and skills in both PC and Macintosh hardware and software platforms. Published author, skilled teacher, guest lecturer and national symposium participant with excellent interpersonal, team-building, mentoring, writing and public speaking skills.

### **SELECTED ACCOMPLISHMENTS**

- Took on the task of creating a new proprietary school specifically designed to offer High Technology Certification Programs to both public and corporate students. Developed the Curriculum, obtained approval from the State of Virginia Higher Education, scheduled and interfaced with Contractors, City Officials and Fire Department for all necessary permits and licenses. I also assembled my own sales, technical and teaching staff for the School. We were very successful in working with MetroTech partner and programs.
- Assumed the position of Director of Education with Delta Micro Systems, Inc. and expanded their sites from one to three in less than one year. Responsibilities included revising the curriculum, course scheduling, textbook selection, class delivery process, selection and management of teaching staff and registration process. Developed programs for clients specifically reentering the workforce via EDWAA or Private Industry Council programs.
- Developed new course curriculums and taught graduate level courses at Hood College and Johns Hopkins University that combined the rapidly emerging technologies of computers and biomedical information sciences.
- Developed a program to build a team out of a number of people working on their own without cooperation and communication. Created common work goals for all people in the unit and led by example to attain the agreed upon goals and assignments. Mobilized the group to 80% effectiveness in the first year.

## EMPLOYMENT HISTORY

- 2000-2001 *Vice President of Academic Affairs*  
Technology and Education Association, Washington, DC
- 1999-2000 *Teknowledge Training Center, Inc.*  
Herndon, VA
- 1996-1999 *Director of Public and Corporate Education*  
Delta Micro Systems, Inc. Rockville, MD
- 1992-1996 *Computer & Biomedical Sciences Independent Consultant*  
ESSM Consultants; V.P. of TDG, Inc. Gaithersburg, MD
- 1991-1992 *Assistant Research Professor, Department of Dermatology*  
George Washington University, Washington, D.C.
- 1989-1991 *Research Associate and Adjunct Assistant Professor*  
Children's National Medical Center, Washington, D.C.
- 1986-1989 *Assistant Research Professor*  
Department of Biochemistry and Molecular Biology  
George Washington University, Washington, D.C.
- 1984-1986 *Visiting Scientist*  
E.I. DuPont Company, Glenolden, PA
- 1982-1984 &  
1972-1978 *Assistant Supervisor and Postdoctoral/Leukemia Society Fellow*  
NCI-FCRF Litton Bionetics, Fort Detrick, MD

## EDUCATION

- 1982 *Ph.D. in Biochemistry/Immunology,*  
George Washington University, Washington, DC
- 1978 *M.S. Biomedical Sciences,*  
Hood College, Frederick, MD
- 1972-1975 *Advanced Studies,*  
University of Maryland, College Park, MD
- 1970 *B.S. (Biology/Chemistry),*  
Alliance College, Cambridge Springs, PA

Complete scientific *Curriculum Vitae* is available upon request

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## JOEL T. LEVINE

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### Current Employment Information

*Current Title:* Senior Instructor, Workforce Development and Continuing Education Division,  
The Information Technology Institute  
*Agency:* Montgomery College  
*Proposed*  
*Grant Role:* Instructor, Work First, Train Concurrently

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### SUMMARY OF QUALIFICATIONS

Education professional with over 20 years experience in post-secondary education. Possess a diverse background in the Information Technology and Healthcare sectors. Extensive tenure at Montgomery College, a 64-year old community college institution serving 60,000 students annually. Possess additional expertise in healthcare policy and advocacy; serving as a Senior Health Care Policy Advisor to the Chief Medical Officer, at the Center for Quality in the U.S. Department of Health and Human Services, Health Resources and Services Administration.

### EMPLOYMENT HISTORY

#### 1986 – Present Montgomery College

- Part-Time Faculty, Professor of Computer Applications
- Senior Instructor, WD&CE, The Information Technology Institute
- Fellow, Center for Teaching and Learning
- Student Employment Consultant, Division of Student Employment Services
- Designed and Taught In-class and Online Introductory, Intermediate, and Advanced Credit and Non-Credit Computer and Management Instructional Classes:
  - MS Office2007 Professional/Business Suite (Word, Excel, PowerPoint, Access)
  - Local Area Network Design and Installation
  - Computer Systems Design and Evaluation
  - Disaster Recovery and Risk Management
  - Introduction to Business Applications
- Corporate Public and Private Sector Clients:
  - Maryland National Capital Park and Planning Commission
  - Montgomery General Hospital
  - Montgomery County Government
  - Housing and Opportunities Commission (Montgomery County)
  - BAE Systems
  - Friday Systems
  - Cell Mark Corporation
  - Trinity College (Technical Writing and Communication)
  - Center for Professional and Organizational Development
  - Center for Teaching and Learning

**1982 – 2006 U.S. Department of Health and Human Services, Health Resources and Services Administration (HRSA), Rockville, Maryland**

- Senior Health Care Policy Advisor to the Chief Medical Officer, HRSA, Center for Quality,
- Director, Freedom of Information Office and Privacy Act Coordinator and Director, Division of Information Analysis
- Financial Management Officer and Senior Budget and Grants Management Analyst
- Chair, Patient Safety and Patient/Consumer Protection Work Group and Chair, Human Subjects Research Committee (Institutional Review Board);
- Member, President's National Council on Technology (Human Subjects Subcommittee and Behavioral and Social Science Research Workgroup);
- Agency representative to the DHHS Interagency Workgroup (Chaired by DHHS Secretary) and Member of the Quality Interagency Coordination Task Force (Co-Chaired by the DHHS Secretary and Secretary of Labor)
- Liaison to Federal, State, and Private Sector Health Care Quality, Accreditation, and Patient Safety Organizations;
- Health and Human Services Representative, The President's E-Government Initiative, Federal Health Architecture and Consolidated Health Informatics Council

### **OTHER POSITIONS**

- *University Research Consultants*, (Hospital and Nursing Home Licensure)
- *Medical Service Consultants* (Healthcare Lobbyist)
- *Nuclear Regulatory Commission* (Human Resources Consultant)
- *Law Enforcement Assistance Administration* (Health Care Delivery Consultant)
- *Vice President, Marketing, Health Care Complex Developer*, Life Center Limited Partnership
- *Director*, Health Planning Agency of Prince George's County, Maryland

### **EDUCATION**

- 1969 – 1972 *Public Health Service Fellow*,  
The George Washington University, Washington, D.C.
- 1969-1972 *M.A. Health Care Administration, Dual Major in Hospital Administration and Health Planning*,  
The George Washington University, Washington, D.C.
- 1966– 1969 *Public Health, (Community Health Education)*,  
University of Massachusetts at Amherst, Massachusetts

### SUB RECIPIENT LETTERS OF COMMITMENT

- Workforce Solutions Group
- Montgomery College

### COLLABORATIVE PARTNERS LETTERS OF SUPPORT

- Montgomery County Department of Health and Human Services
- Prison Outreach Ministry, Inc. Welcome Home Program



workforce solutions group  
of montgomery county

June 8, 2010

Stefan LoBuglio, Chief  
Pre-Release and Reentry Services  
Department of Correction and Rehabilitation  
11651 Nebel Street  
Rockville, MD 20852

Dear Mr. LoBuglio:

On behalf of the Workforce Solutions Group of Montgomery County, Inc. board of directors, I am pleased to support the Montgomery County Pre-Release and Reentry Services Division Center with its proposal for the "Work First, Train Concurrently" initiative. WSG is a nonprofit organization with 501c3 status and has a longstanding commitment to serving the reentry population and providing workforce services in the community.

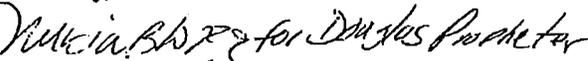
As the operator for the county's workforce system, WSG oversees four *MontgomeryWorks* One-Stop Career Centers, one of which is the nation's first One-Stop center located in a correctional facility.

WSG has actively partnered with the Pre-Release Center to provide training and employment opportunities to ex-offenders; and has been in the forefront of helping this fragile population re-integrate into the community for over five years. With this grant, WSG will expand its partnership with the Pre-Release Center to provide both pre- and post-release wraparound support services to all participants enrolled in the initiative.

The information technology industry is a growing sector of our local economy. This Second Chance Technology grant will help ex-offenders gain the necessary skills to compete in the job market, while bridging the digital divide often experienced by this underserved population.

We heartily support the Pre-Release Center's proposal and are happy to collaborate with them in their efforts to ensure the successful re-integration of ex-offenders into the community. If you need further information, please do not hesitate to contact me.

Sincerely,

  
Douglas Propheter  
Chief Executive Officer



June 8, 2010

Stefan LoBuglio, Chief  
Pre-Release and Reentry Services  
Department of Correction and Rehabilitation  
11651 Nebel Street  
Rockville, MD 20852

Dear Mr. LoBuglio:

Montgomery College enthusiastically commits to participation as a partner in the "Work First, Train Concurrently" proposal presented by the Montgomery County Pre-Release and Reentry Services (PRRS) unit. The College's Office of Workforce Development and Continuing Education is a leader in the arena of technology training for the workforce and as such we are well prepared to respond to the digital literacy, Microsoft Office, and advanced technology career training efforts described in this initiative.

This proposal, through the leadership of the Montgomery County PRRS, in partnership with Montgomery County's One-Stop Career Centers, Montgomery Works, Montgomery County Department of Health and Human Services, and Montgomery College, will provide Pre-Release Center clients with critical technology and career skills to ensure a gateway to competitive job opportunities and possible career advancement as they return to the community after incarceration.

It has been documented that skills and jobs are crucial to offender re-entry and the effective reduction of recidivism. By equipping past offenders with computer literacy and up-to-date technology skills, and by instilling confidence for successfully seeking employment opportunities that garner family-supporting wages, these individuals will be encouraged to lead productive lives and become contributing members of our community.

The Montgomery College Office of Workforce Development and Continuing Education appreciates the opportunity to contribute to this important project. I am confident that through our partnership we will successfully achieve the project goals and outcomes described and in so doing will create a model program for use far into the future.

Sincerely,

A handwritten signature in black ink that reads 'George Payne'.

George Payne  
Vice President and Provost  
Workforce Development and Continuing Education  
Montgomery College

Central Administration  
900 Hungerford Drive  
Rockville, MD 20850  
240-567-5000

Workforce Development  
& Continuing Education  
12 S. Summit Ave.  
Gaithersburg, MD 20877  
240-462-5188

Germantown Campus  
20200 Observation Drive  
Germantown, MD 20876  
240-567-5000

Rockville Campus  
51 Mannakee Street  
Rockville, MD 20850  
240-567-5000

Takoma Park/Silver Spring Campus  
7600 Takoma Avenue  
Takoma Park, MD 20912  
240-567-5000



DEPARTMENT OF HEALTH AND HUMAN SERVICES

Isiah Leggett  
County Executive

Uma S. Ahluwalia  
Director

June 9, 2010

Mr. Stefan LoBuglio, Chief  
Montgomery County Pre-Release and  
Reentry Services  
11651 Nebel Street  
Rockville, Maryland 20852

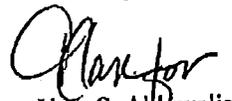
Dear Mr. LoBuglio:

The Montgomery County Department of Health and Human Services is pleased to support the Montgomery County Pre-Release Center with its application for the Second Chance Act Technology Careers Training Demonstration Projects for Incarcerated Adults and Juveniles.

On average, at least ten percent of the families that we serve in the Temporary Assistance to Needy Families (TANF) employment program are families that will rely on ex-offenders as a primary or secondary provider. The Second Chance programs, which will prepare adults for employment up to six months before release, represent a tremendous step towards self-sufficiency and being able to provide for young children of ex-offenders. It is a second chance that will not only benefit the adults but their children as well. We currently collaborate with the Pre-Release Center by taking early applications for many adults with or without children who may need economic supports such as cash assistance, food supplements and medical assistance benefits. Additionally, we collaborate with Workforce Solutions Group with our TANF adult populations in a subsidized employment program. The information technology industry is a growing sector of our local economy. This Second Chance Technology grant will help ex-offenders gain the necessary skills to compete in the job market, while bridging the digital divide often experienced by this underserved population.

We heartily support the Pre-Release Center's proposal and are happy to collaborate with them in their efforts to ensure the successful re-integration of ex-offenders into the community.

Sincerely,

  
Uma S. Ahluwalia  
Director

USA:kdm

c: Kate Garvey, Chief, Children, Youth and Family Services  
JoAnn Barnes, Administrator, Income Supports and Child Care Subsidy Programs

Office of the Director

401 Hungerford Drive • Rockville, Maryland 20850 • 240-777-1245 • 240-777-1295 TTY • 240-777-1494 FAX  
[www.montgomerycountymd.gov/hhs](http://www.montgomerycountymd.gov/hhs)



## Welcome Home

Serving the Imprisoned and Helping Them Transition Home

June 4, 2010

Arthur Wallenstein, Director  
Montgomery County Department of Correction and Rehabilitation  
1307 Seven Locks Road  
Rockville, Maryland 20850

Mary McGinnity  
President

Mr. Stephen Campbell  
Vice President

Deacon Ron Ealey  
Secretary

Mr. Timothy Sawina  
Treasurer (Interim)

Cynthia Bowle

Rev. Michael Bryant

Deacon Ralph Cyrus, Jr.

Marcia Rose Fuoss

Mr. Joe Helney-Gonzalez

Most Reverend  
Martin D. Holley

Mr. Paul Kemp

Mr. G. Stephen Proctor

Mr. Rafael Roncal

Tracey Tucker

Susan Wallace

Dear Director Wallenstein:

On behalf of the Prison Outreach Ministry, I am writing to indicate our full support for your Department's grant application under the Second Chance Act Technology Careers Training Demonstration Projects for Incarcerated Adults and Juveniles. I find the proposal exciting, and believe that our mentors can fully support its goals to teach computer literacy skills to all residents at the Pre-Release Center, and to open pathways to careers involving technology and computers.

As you know, since 2006 the Prison Outreach Ministry/Welcome Home Reentry Program has partnered with DOCR's Pre-Release and Reentry Services Division to provide mentors who help hundreds of clients at the Pre-Release Center in preparing for, finding and securing jobs. The program recruits volunteer mentors, primarily through houses of worship of various religious persuasions. Mentors provide mentees with a sense of belonging, positive ties to the community, compassion, empathy and practical knowledge. Mentors tailor individualized plans to address mentee needs, such as transitional and permanent housing links, job training and employment, healthcare, mental health and substance abuse treatment, family counseling, life skills and financial training, and education. The program has had over 65 mentors who, collectively, have contributed over 5,000 hours of service to their mentees.

We are proud of our partnership with the Montgomery Department of Correction and Rehabilitation, and are proud of the two national awards that we have received recently for the scope and quality of the mentors' services. In 2010, we were recognized by the Defendant/Offender Workforce Development (DOWD) Conference and received the Migdalia "Miggie" Baerga-Buffler Award which recognizes a faith- or community-based organization that promotes offender workforce development through partnerships with local, state or federal agencies, and advocates for policies and practices that support successful reentry. In 2008, Prison Outreach Ministry, Inc. received a National Achievement Award as a best practice by the National Association of Counties.

We see great value in the grant application's proposal, and look forward to exploring ways that our mentors can encourage residents of the Pre-Release program to develop their computer skills as a means to advancing themselves in their careers, and ultimately, in their successfully reentry back to our neighborhoods.

Sincerely,

Sister Susan Van Baalen, O.P.  
Interim Executive Director